Introduction to an Opportunity Culture
The Opportunity Culture Commitment

Reach all students with excellent teaching, consistently

Reach all educators with outstanding career opportunities
The Need for an Opportunity Culture

In most schools today:

- Teachers work alone without the support they crave
- Excellent teachers have no roles that help *all* others excel
- Students lose excellent teachers to district jobs and other careers that pay more
- So, too few students experience excellent teaching consistently
- Principals feel overwhelmed with too many teachers to guide and support

Too many of the best teachers leave teaching to advance their careers.
How an Opportunity Culture Helps

1. Gives *all* students access to excellent teaching:
   - all teachers join small, collaborative teams led by excellent teachers

2. Transforms teaching profession:
   - better preparation, collaboration, pay, career opportunity, and support—for *all* teachers
How an Opportunity Culture Helps

When great teachers lead small teams:

- Students gain consistent access to excellent teaching through leadership and collaboration
- Great teachers advance by moving up but not out of classroom, earn more
- Teachers get the daily support from great teacher-leaders that they want, so they can keep improving
- Principals drive change through distributed leadership, saving time and improving instruction

An Opportunity Culture extends the reach of excellent teachers

Great teachers can lead teams, support colleagues, and reach all students
Teams of teachers and school leaders choose and tailor school models to:

1. **Reach more students** with excellent teachers and their teams.
2. **Pay teachers more** for extending their reach.
3. Fund pay within **regular budgets**.
4. Provide protected in-school time and clarity about how to use it for **planning, collaboration, and development**.
5. Match **authority and accountability** to each person’s responsibilities.
The Cornerstone: Multi-Classroom Leadership

MULTI-CLASSROOM LEADER

TEAM TEACHER

TEAM TEACHER

TEAM TEACHER
MCLs vs. Facilitators/Coaches

Multi-Classroom Leaders

- Lead a *small teaching team*
- **Lead fully:** set vision, goals, roles, lessons, methods, data monitoring & improvements; *and* observe/coach teachers
- **Teach students** directly
- Take **formal accountability** for all student results on team
- **Earn** 20% pay supplement, on average

Facilitators / Coaches

- Work with *many* teachers in a school (or schools)
- Are excellent teachers with **adult leadership responsibilities**
- **Observe and coach teachers** to help them improve their practice
- **Typically earn little** or no more.
MCL + Team Reach
Other Ways to Extend the Reach
Strong Gains for MCL Teams

Research says: Teachers on MCL teams produced gains equal to top-quartile teachers in math, nearly that in reading.

Team teachers start here on average...

66th-72nd
50th
66th-72nd
75th-85th

...and teach this well on MCL teams

Reading
Math

Scope of the Study

• 15,000 students
• 300 teachers
• 3 districts, 2-3 years
• 74% of schools Title I


Reading range based on 6 of 7 models with statistically significant gains.
What This Means for Students

Students who start kindergarten 1 year behind in math...

...can catch up by the end of second grade

then progress to advanced math
What This Means for Teachers

- More teachers achieve high growth.
- More teachers can advance to MCL or advanced team roles.
- More money is shifted to higher teacher pay.

Team teachers start here on average...

50th Percentile

Reading & Math

...and teach this well on MCL teams

66th-72nd Percentile

Reading

75th-85th Percentile

Math

Percentiles of Learning Gains Produced by Teachers
Creating a Career Ladder

<table>
<thead>
<tr>
<th>Multi-Classroom Leader (MCL)</th>
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<tbody>
<tr>
<td>Master Team Reach Teacher (MTRT)</td>
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<tr>
<td>Team Reach Teacher (TRT)</td>
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<tr>
<td>Team Teacher (TT)</td>
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<tr>
<td>Teacher Resident (TR)</td>
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<tr>
<td>Reach Associate (RA)</td>
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</tbody>
</table>
Creating a Career Ladder

- Executive Multi-School Leader
- Multi-School Leader
- Principal
- Assistant Principal/Principal Resident
- Multi-Classroom Leader (MCL)
- Master Team Reach Teacher (MTRT)
- Team Reach Teacher (TRT)
- Team Teacher (TT)
- Teacher Resident (TR)
- Reach Associate (RA)
Multi-School Leadership

Built on the cornerstone of Multi-Classroom Leadership, Multi-School Leadership provides a principal career path to extend the reach of excellent principals.

The multi-school leader:

• **Leads 2–8 schools**

• **Focuses on excellent instruction**, with an operations manager handling noninstructional functions

• **Earns more**, through school budget reallocations

• **Guides and develops** each school’s leaders

• **Takes accountability** for all the schools’ outcomes
Also building on the cornerstone of Multi-Classroom Leadership, *educator residencies provide aspiring teachers and principals with the opportunity to learn instructional and leadership excellence from the start, while providing districts with a strong hiring pipeline.*

Teacher and Principal Residents:

• **Learn on the job** while working
• **Are supervised by MCLs or MSLs**—excellent educators
• **Earn course credit**
• **Earn free/reduced tuition and/or a salary and benefits**, within school budgets
• Multi-classroom leaders (MCLs) lead teams of teachers, team reach teachers, and/or teacher residents...

• Principals, or APs/principal residents working closely with multi-school leader, each lead their school’s team of MCLs...

• And a multi-school leader leads the principals

• All take accountability for outcomes of the teams they lead
Higher Pay for Reach & Leadership

In early years of Opportunity Culture:

MCLs led an average of 6 teachers, reaching 500% more students
Average MCL supplement as % of U.S. average teacher salary: 21%
Reallocated to higher teacher pay every year: Millions of $--& growing

How?

Reallocate flexible spending, such as Title I and II
Shift some non-classroom teaching specialists back into classrooms (except for ESL and SPED)
Replace a teaching vacancy with a paraprofessional
What Can States and Districts Do?

• Make the Opportunity Culture Commitment

• Fund planning, implementation, and training:
  • Tap streams including Title I, Title II, state $$
  • Fund only the costs of transition to Opportunity Culture, not pay supplements, which are funded by school budgets
  • Use funding power to ensure schoolwide MCLs and addition of MSLs by year 3 of implementation per district

• Remove policy barriers: categorical funding, class-size limits (allowing student supervision by teacher-led paraprofessionals), growth score calculations

• Analyze and elevate: gather data, analyze outcomes, foster networks to improve, and scale up to serve all
Thank You

Contact Public Impact to transform your schools into a high-growth Opportunity Culture: